



## **2023-2028 NAPOLEON COMMUNITY SCHOOLS STRATEGIC PLAN SUMMARY 2023-2028**

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### **STRATEGIC PLAN SUMMARY DOCUMENT MISSION:**

To provide an engaging and inclusive learning environment for all students.

### **LETTER FROM BOARD PRESIDENT AND SUPERINTENDENT**

### **NAPOLEON COMMUNITY SCHOOLS 2023-2028 STRATEGIC PLAN:**

**PARTICIPANTS HELP SHAPE THE VISION AND GOALS FOR THE FUTURE OF NAPOLEON COMMUNITY SCHOOLS.**

This document contains the 2023-2028 Community Schools Strategic Plan. We're excited about this plan and the possibilities it provides for our students, parents/guardians and community to improve education at Napoleon Community Schools.

Multiple input sessions were held which included school community members, parents/guardians, staff and students. In addition, there was an online survey made available to the school community which resulted in 259 responders. A Strategic Planning Team of 28 community members, parents/guardians, and staff participated in an all-day planning retreat on April 23, 2022.

Throughout the planning process the community and staff expressed high expectations that Napoleon Community Schools could become the "school of choice" in the area. The goals developed reflect the desire to embrace significant change and improve the school system.

### **THE FOLLOWING THEMES EMERGED FROM THIS PROCESS:**

1. The District is headed in the right direction with positive momentum behind stable district leadership, instructional opportunities and extracurricular and extended learning opportunities.
2. The future growth and success of the district requires support from students, families, staff, board, and community.
3. The District must proactively engage students, families, staff, community, businesses, and citizens around common goals and strategies to significantly improve academic achievement, the needs of each student and the facilities.

Our Strategic Planning Team was comprised of a broad and diverse group of 28 stakeholders and worked to develop the goals. We look forward to continuing to work in partnership with all sectors of our community to implement these goals and strategies.

Jason Breining, President of the Board

James Graham, Superintendent

## INTRODUCTION

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Strategic Planning is the process of determining what an organization wants to be at some point in the future, and how it will get there. In the current environment where schools are challenged to do more each year, planning for the future is more important than ever. An effective strategic planning process results in stakeholders focusing on critical priorities that will meet the mission of a quality educational program for all students.

In January 2023, the Napoleon Community Schools Superintendent and the Board of Education made a commitment to create a three to five-year strategic plan. The School Board created a partnership with the Michigan Association of School Boards to serve as facilitators for this project. The district, under the leadership of the School Board President and Superintendent, completed a process that was data-driven, inclusive of district stakeholders and focused on the priorities that will help the district succeed.

There were several criteria relative to the strategic planning process established by the School Board and the leadership team:

- The process must be inclusive where all stakeholders have an opportunity to provide structured input.
- The School Board must be an integral part of the process, providing input, support, and commitment.
- There must be clarity in the respective roles of the School Board, administrators, staff, parents/guardians and community.
- There is alignment between the strategic planning process, current strategic initiatives, and critical issues facing the district.
- Timelines, responsibilities and reporting schedules must be built into the planning processes.
- There must be ongoing communication about the planning process with all internal and external stakeholders.

This strategic plan is a living document. It will serve as a 'road map' to future planning, resource allocation, staff development and decision-making over the next several years.

As part of the planning process, the vision, mission statement, and belief statements were developed. Based on qualitative and quantitative data and a new vision, mission and belief statements; strategic goals and objectives were developed. Regular monitoring of progress and renewal is critical to the plan's success.

# THE STRATEGIC PLAN PROCESS

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This overview describes the planning process, including the survey, data analysis, planning team roles and responsibilities, and timelines.

## STAKEHOLDER INPUT

Input from students, parents/guardians, community and staff were gathered through a comprehensive electronic survey as well as a series of community, student and staff forums. The community engagement process was conducted to:

- Identify and assess strengths
- Gauge values and perceptions of the community
- Provide an opportunity for input
- Identify areas for improvement
- Gather data to use as a decision-making tool
- Develop communication plans and tools

The response rate of 259 indicates that the school community cares about the future of the district and desires to engage in the process of creating the future (see Attachment 1 for summary)

## LOCAL AREA AND SCHOOL DEMOGRAPHIC DATA

An analysis of district demographics and quantitative data was completed. The analysis included demographic, enrollment, educational, financial and personnel trends over the previous five years, 2018-2022, as applicable, in comparison with districts selected by the Board and Administration and state averages, where available (see Attachment 2 for the data analysis summary). The reference districts used for Napoleon Community Schools were Columbia Central Public Schools, Hanover-Horton public Schools, Leslie Public Schools, Michigan Center Public Schools and Grass Lake Community Schools.

## STRATEGIC PLANNING TEAM

A Strategic Planning Team was formed to take a primary role in developing the strategic plan. The team consisting of 28 parents/guardians, community members, board members, and staff members, were selected with input from the Board of Education and key stakeholder groups. The team participated in a retreat workshop as well as additional committee meetings to develop a mission statement, vision, beliefs, and strategic goals. During the retreat the team reviewed and discussed relevant quantitative and qualitative data as essential elements in the formation of goals and objectives contained in this document (see team members on page 5).

## **STRATEGIC PLANNING TEAM MEMBERS**

Jim Graham  
Kendra Leib  
Jason Breining  
Karen Wood  
Kathy Dean  
Meredith Nykamp  
Meaghan Bouman  
Brandy Ashe  
Shawn Murhy  
Pat Dillon  
Jeff McLain  
Corey Nykamp  
Thomas Wilson  
Bob Lane  
Mike McGonegal  
Heather Swaenepoel  
Jennifer Timm  
Bryce Wallace  
Dick Tallman  
Leif Borreson  
Pete Norman  
Becky Norman  
Jessica Holbrook  
Angela Russell  
Edwin Payne  
Trevor Trudeau  
Traci Spring  
Tom Johns

## **RETREAT WORKSHOP**

A retreat workshop was held on May 13, 2023. The workshop included:

An overview of the strategic planning process and timelines

Superintendent report of current and planned initiatives

An analysis of demographic, quantitative and qualitative data

A review and renewal of the vision, mission and belief statements

The establishment of strategic goal areas and key objectives

Assignment of planning team leaders to develop action plans for each goal and objective, including responsibilities, timelines and measurements

## **NAPOLEON COMMUNITY SCHOOLS 2023-2028 STRATEGIC PLAN VISION STATEMENT:**

Describes what you want to happen in the long term. It's a statement about your hopes and expectations for the future. The vision statement below was validated during the Strategic Planning Team Retreat Workshop:

### **VISION:**

Students will become thriving community members who value education and are committed to becoming responsible and independent citizens.

### **MISSION STATEMENT:**

Establishes, in the broadest terms, the purpose of a school district. It should answer the question "What ultimate end will the district pursue and in the broadest sense, how?" The following mission statement was renewed during the Strategic Planning Team Retreat Workshop:

### **MISSION:**

To provide an engaging and inclusive learning environment for all students.

### **BELIEFS:**

The basic beliefs/core values of the district—those things that we believe of utmost importance, providing guidance for how we behave and relate to others. The following beliefs were developed during the Strategic Planning Team Retreat Workshop:

The district will:

- Be the center of learning.

- Be student focused in everything we do.

- Care for each and every child.

- Create an atmosphere of shared responsibility to foster student success.

## **2022-2027 STRATEGIC GOALS**

Strategic Goals: Areas of priority importance in which the district will focus their work (1-5 years). Strategic goals achieve the organization's vision, mission and beliefs. Objectives are SMART—**S**pecific, **M**easurable, **A**chievable, **R**elevant and **T**imely

The Strategic Planning Team, at the May 13<sup>th</sup> retreat, developed goal statements and specific objectives. The goal areas are categorized below:

### **2023-2028 GOAL AREAS**

- Communications/Community Engagement
- Academics/Programs
- Operations
- Personnel
- Learning Environment/Culture

Following the retreat, administrators were charged with developing specific objectives based on strategic goal areas identified by the team.

#### **GOAL AREA 1: COMMUNICATIONS/COMMUNITY ENGAGEMENT**

**Goal Statement:** Napoleon Community Schools develop and communicate consistent expectations for parents and students.

**Priority Objectives:**

- Improve Parent Involvement
- Recognize and Acknowledge Success
- Inform and Educate Community on Key Issue

#### **GOAL AREA 2: ACADEMICS/PROGRAMS**

**GOAL STATEMENT:**

Napoleon Community Schools will provide data driven instruction with researched based curriculums and develop a system for supports.

**Priority Objectives:**

- Provide Meaningful Interventions
- Ensure Curriculums Reflect the Values and Beliefs of the Community

**GOAL AREA 3: OPERATIONS**

**Goal Statement:**

Napoleon Community Schools will seek out alternative funding sources to address physical space concerns.

**Priority Objectives:**

- Address lack of building space
- Address facilities maintenance concerns

**GOAL AREA 4: LEARNING ENVIRONMENT/CULTURE**

**Goal Statement:**

Napoleon Community Schools will cultivate and support an encouraging environment that values relationships, inclusivity, discipline and cooperation.

**Priority Objectives:**

- Relationships and Positive School Environment
- Student Retention

**GOAL AREA 5: PERSONNEL**

**Goal Statement:**

Napoleon Community Schools will attract, retain, onboard, and cultivate a quality staff that are involved in the school community.

**Priority Objectives:**

- Establish strategies to recruit and retain staff
- Address need for support staff

**STRATEGIC PLAN IMPLEMENTATION**

The implementation plan will be developed collaboratively by the superintendent and key staff members. Alignment with current school improvement plans will be an integral part of the implementation plan. The district priority goals/objectives identified during the strategic planning

retreat will be translated into action plans with measurements, timelines, responsibilities and a board monitoring calendar.

**RECOMMENDATIONS FOR KEEPING THE MOMENTUM OF THE PROCESS ARE THE FOLLOWING:**

**1. Finalize Goals/Objectives/Action plan**

- Measurements
- Timeline
- Responsibility
- Resource

**2. Develop reporting/board monitoring calendar**

**3. Develop communication plan**

- Community
- Staff

**4. Schedule Mid-year progress report**

**5. Schedule Annual Plan update**

# ATTACHMENT 1 INPUT SUMMARY

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## STRENGTHS

### ACADEMICS/PROGRAMS

- Academic
- Extracurricular Activities
- Student Success

### CULTURE/LEARNING ENVIRONMENT

- Student Focused
- Caring Adults
- School Safety

### COMMUNICATION/COMMUNITY ENGAGEMENT

- Community Engagement
- Communication

### Personnel/Leadership

- Teacher
- Staff
- Administration (Leadership)

### Operations

- Buildings/Facilities Cleanliness

## **OPPORTUNITIES FOR IMPROVEMENT**

### **Academics/Programs**

- Academic Rigor

### **Culture/Learning Environment**

- Technology
- Social Emotional Supports
- Student Behavior

### **Communication/Community Engagement**

- Increase Channels of Communication
- More Recognition

### **Personnel/Leadership**

- Increase Student Support Staffing

### **Operations**

- Building/Facilities Improvements
- Facility Space
- Maintenance and Grounds

## **BARRIERS**

### **Academics/Programs**

- Meeting All Students Needs
- External Factors Influencing Learning Environments

### **Culture/Learning Environment**

- Culture
- Technology

### **Communication/Community Engagement**

- Community Support
- Communication

### **Personnel/Leadership**

- Adequate Staffing

### **Operations**

- Financial Constraints
- Structural Barriers
- Time

## **VISION**

### **Academics/Programs**

- Exemplary Citizens
- Social Emotional Learning Supports
- Quality Curriculums/Programs

### **Culture/Learning Environment**

- Positive Student Behavior
- Continuous Improvement
- High Achieving Students

### **Communication/Community Engagement**

- High Level of Community Involvement and Support
- Effective Communications

### **Personnel/Leadership**

- Adequate Staffing
- High Quality Staffing

### **Operations**

- Building and Ground Improvements and Maintenance
- Technology
- Safety and Security

# ATTACHMENT 2 DATA SUMMARY

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## DATA DRIVEN STRATEGIC PLANNING: NAPOLEON COMMUNITY SCHOOLS

### DATA CONSIDERATIONS

Based on analysis of data in this report, the following points are highlighted concerning Napoleon Community Schools:

### FINANCE

- Instructional spending is as expected with low class size and salary increases?
- Business and Administration 5-year average costs are trending higher due to normal salary increases and inflation costs?
- Replacing retiring staff will cost more – new hires will likely start at step 5 rather than at step 0.

### PERSONNEL

- Teacher Retention.
- 26 of 70 (37%) teachers can retire in the next 2-4 years.
- 82% of teachers were rated “highly effective”.
- How will the district attract new teachers?

### ACADEMIC PERFORMANCE

- Curriculum adjustments need to be made.
- How do we get students to value standardized test?
- Acknowledge how overall scores are group impacted.
- Acknowledge how High School testing data blends alternative high school with traditional high school scores.
- School – career data would be interesting to analyze.
- Dual enrollment is climbing.
- AP data is lagging due to new hires and course offerings.
- School scores trending at the same rate as state scores.

### DEMOGRAPHICS

- Lowest mean and median income in relation to comparison districts.
- Nonresident student enrollment is 457 as compared to students enrolling outside the district of 234.
- 84.11% graduation rate.
- Significantly high “Free and Reduced” lunch rate.

# ATTACHMENT 3 ENVIRONMENTAL SCANNING

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## The Wave

In the arena of education, what are incoming and outgoing trends, ideas, practices, paradigms, etc.

## Emerging

- Alternative Programs for Struggling Students
- SEL
- Staffing
- Financial Literacy
- Technology Integration
- Multi-Tiered Systems of Support
- Robotics
- Mental Health/Trauma Informed Schools
- Artificial Intelligence

## On the Horizon

- Diversity, Equity and Inclusion
- Alternative Education
- Full Time Preschool
- Trauma Informed Schools
- Bond Proposal
- Parental Support
- Achievement Gaps from Covid
- Artificial Intelligence

## Established

- School Safety
- Career Opportunities
- Data Driven Instruction
- Hybrid Learning Opportunities
- Community Support
- Whole Child
- Strong Culture/Reputation
- Reliable Transportation
- Mentoring Opportunities